

**BY ORDER OF THE
THE COMMANDER AIR FORCE
DISTRICT OF WASHINGTON**

**AIR FORCE DISTRICT OF WASHINGTON
MISSION DIRECTIVE 131**

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**HEADQUARTERS AIR FORCE DISTRICT
OF WASHINGTON (HQ AFDW)**

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This directive implements Air Force Policy Directive 10-1, *Mission Directives*, and Air Force Mission Directive 13, *Air Force District of Washington*, which defines the mission, responsibilities, and organizational relationships of Headquarters Air Force District of Washington (HQ AFDW), Joint Base Andrews-Naval Air Facility Washington, MD. This Mission Directive does not apply to the Air Force Reserve Command (AFRC) units or the Air National Guard (ANG). Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afirms/afirms/>. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, Recommendation for Change of Publication through the appropriate functional's chain of command to AFDW/A5X, 1535 Command Drive, Suite A 110, Andrews AFB, MD 20762.

SUMMARY OF CHANGES

HQ Air Force National Capital Region (HQ AFNCR) was inactivated on 24 October 2007. HQ AFNCR was a subordinate headquarters to HQ AFDW and served as the Air Force component to Joint Force Headquarters-National Capital Region (JFHQ-NCR). HQ AFDW replaced AFNCR as the Air Force component to JFHQ-NCR and is responsible for planning and coordinating Homeland Operations in the National Capital Region (NCR). When the JFHQ-NCR transitions

to the Joint Task Force-National Capital Region (JTF-NCR), the 320th Air Expeditionary Wing (320 AEW) activates as or, if already activated, becomes the Air Force component of the JTF-NCR. AFDW is the Air Force supporting command to Joint Task Force-Capital Region Medical (JTF-CAPMED).

This Mission Directive incorporates Joint Basing changes due to Base Realignment and Closure (BRAC) 2005, adds AFDW/PK/CSS/CCK/CCEA/IP responsibilities and modifies AFDW/A4/7 responsibilities due to the conversion of A7K to PK. This mission directive delineates missions and assigned duties applicable to HQ AFDW in both its worldwide Air Force service role and its JFHQ-NCR Air Force component role. Missions and duties previously outlined in AFDW Mission Directive 132, *HQ Air Force National Capital Region (HQ AFNCR)* are now included in this mission directive.

1. MISSION.

1.1. AFDW is a Direct Reporting Unit (DRU) to the Chief of Staff, USAF and serves as the Air Force service component to JFHQ-NCR and the supporting command to JTF-CAPMED.

1.2. AFDW is the designated single Air Force voice for planning and implementing Air Force and joint solutions concerning the NCR.

1.3. AFDW will perform the major command functions of organizing, training, and equipping assigned forces located within the NCR for worldwide employment and Air and Space Expeditionary Force (AEF) deployments worldwide.

1.4. AFDW executes specified Military Department statutory responsibilities for administration and support of Headquarters Air Force (HAF) and assigned Air Force units and personnel within the NCR and worldwide. AFDW prepares for, and when directed, conducts Homeland Operations in the NCR.

2. COMMAND.

2.1. Organization Structure. HQ AFDW is organized in accordance with AFI 38-101, *Air Force Organization* and HQ USAF-approved variances.

2.2. Organization Changes. Requests to change the organizational structure of HQ AFDW must be made in accordance with AFI 38-101 through AFDW/A1.

3. RESPONSIBILITIES.

3.1. HQ AFDW Commander (CC) will:

3.1.1. Respond to the Vice Chief of Staff, Air Force (VCSAF) for Air Force administration and support functions.

3.1.2. Execute Service responsibilities for administration and support to HAF, assigned Air Force units, designated forward operating areas, DoD agencies, US federal executive departments, and other assigned and attached Air Force personnel within the NCR and worldwide.

3.1.3. Exercise Uniform Code of Military Justice (UCMJ) authority and administer military justice as the General Court-Martial Convening Authority over AFDW military personnel within the NCR and attached Air Force personnel worldwide.

3.1.4. Plan, coordinate, execute, and maintain situational awareness of, and, as directed, deploy and employ Air Force assets and forces for ceremonial events and Homeland Operations within the NCR. Organize, train, and equip, and, on order, attach AFDW forces to combatant commands for AEF deployments and participation in Homeland Operations.

3.1.5. Liaise, plan, and coordinate with JFHQ-NCR regarding Homeland Operations in the NCR Joint Operating Area (JOA).

3.1.6. Be prepared to serve as Commander Air Force Forces (COMAFFOR FORWARD) for Air Force forces assigned and attached to the JTF-NCR.

3.1.7. Serve as Commander, 320 AEW, upon activation, and exercise ADCON for all Air Force forces assigned and attached to 320 AEW.

3.1.8. Serve as supporting commander to JTF-CAPMED.

3.2. Vice Commander (CV) will:

3.2.1. Assist the AFDW Commander in the performance and execution of duties and responsibilities.

3.2.2. Serve as AFDW Commander in the Commander's absence.

3.2.3. Advise in the formulation of policies, guidance and resources affecting the Command.

3.2.4. Serve as Chairman of the AFDW Council; collaborate and synchronize efforts of the AFDW staff.

3.3. Senior Individual Mobilization Assistant (IMA) will:

3.3.1. Serve as the Vice Commander, 320 AEW when activated.

3.3.2. Serve as the AFDW Command Center Director, as needed, in support of JTF-NCR contingencies and National Security Special Events (NSSE).

3.3.3. Support and advise the Commander on all issues involving Reserve affairs, and is the focal point for integrating Total Force policies.

3.4. Command Chief Master Sergeant (CCC) will:

3.4.1. Serve as the principal advisor to AFDW Commander and staff on matters of health, welfare, morale, and proper utilization of enlisted personnel within the Command.

3.4.2. Serve as the functional manager for first sergeants in AFDW organizations.

3.4.3. Advise in the formulation of policies, guidance, and resources affecting the Command.

3.5. Director of Staff (DS) will:

3.5.1. Serve as the primary advisor to the AFDW Commander for maintaining overall unity of effort of the AFDW staff. Facilitate and maintain AFDW's strategic plan.

3.5.2. Facilitate information flow between HAF staff/Joint Organizations and HQ AFDW by establishing and maintaining a streamlined workflow process for HQ AFDW.

3.5.3. Plan and oversee day-to-day administrative and policy support of the HQ AFDW A-Staff and Special Staff in accordance with the Commander's intent.

3.6. Air Force Reserve Advisor to the Commander (RE) will:

3.6.1. Serve as primary advisor to the AFDW Commander and staff in formulating and implementing policies, guidance, and resources pertaining to Air Force Reserve and Air National Guard forces gained by AFDW through mobilization, man-days, and drill status.

3.7. Commander's Action Group (CCX) will:

3.7.1. Assist the AFDW Commander in developing and articulating the vision for AFDW. Write speeches and briefings for the AFDW Commander and prepare the Commander for key decision forums.

3.7.2. Orchestrate special projects and serve as the legislative liaison for annual Senate and Congressional visits by the AFDW Commander and Wing Commanders.

3.7.3. Serve as AFDW Section Commander (AFDW/CCQ).

3.8. Commander's Support Staff (CSS) will:

3.8.1. Manage awards and decorations, unit fitness program, unfavorable information files (UIF), promotions, in-processing, out-processing, reenlistment, line of duty determinations, Article 15 actions, Letters of Reprimand/Letters of Counseling (LORs/LOCs), etc.

3.8.2. Manage the Preventive Health Assessment (PHA) program.

3.8.3. Serve as the Group Control Center (GCC) for interaction with the Installation Command Post (ICP), Emergency Operations Center (EOC) and the AFDW Command Center.

3.9. AFDW Knowledge Operations Center (CCK) will:

3.9.1. Perform records management, Microsoft SharePoint oversight, Community of Practice website design, office mail management, Defense Travel System (DTS) support and client related services functions.

3.9.2. Serve as the Vehicle Control Officer (VCO) and provide AFDW Command Center administrative support.

3.10. Commander's Executive Services (CCEA) will:

3.10.1. Manage and maintain key programs for AFDW Command Section and Special Staff. Provide AFDW Commander's meeting support and the information flow between the Command Section, HQ AFDW A-Staff and Special Staff Directorates, Wings and HAF.

3.10.2. Superintendent also serves as HQ AFDW First Sergeant.

3.11. Information Protection (IP) will:

3.11.1. Provide an environment for HQ AFDW subordinate units and other supported customers to access and exchange information required to protect information assets and empower commanders with effective processes and structure to conduct risk management across the command.

3.11.2. Provide a single resource to resolve information protection issues impacting the AFDW Commander's ability to carry out assigned missions through the DRU Security Advisory Group (SAG).

3.12. Chaplain (HC) will:

3.12.1. Advise AFDW Commander and staff on matters of religion, morality, quality of life, and morale for assigned/attached personnel.

3.12.2. Provide policy, guidance, and staff oversight to the AFDW installation Chaplain Corps functions; manage Chaplain Corps manpower, personnel, professional development, readiness, and assignment actions to provide religious ministries during daily operations, exercises, and contingencies in the NCR.

3.12.3. Be prepared to serve as State Funeral chaplain for the President of the United States (POTUS).

3.13. Staff Judge Advocate (JA) will:

3.13.1. Serve as legal advisor to the AFDW Commander and staff.

3.13.2. Process all legal actions and perform all legal reviews relating to the AFDW mission.

3.13.3. Provide policy guidance for AFDW subordinate legal offices.

3.13.4. Provide legal support for AFDW customer contracts.

3.13.5. Provide General Court-Martial Convening Authority support and supervise adverse personnel actions for three installations (Joint Base Andrews, Joint Base Anacostia-Bolling and Ft Meade) and designated Airmen worldwide.

3.13.6. Provide legal advice to the Air Force Security Forces Center concerning all Air Force inmates assigned to central corrections facilities.

3.13.7. Serve as lead counsel for base-level and AFDW environmental matters.

3.13.8. On order, provide representation to the AFDW Command Center.

3.14. Safety (SE) will:

3.14.1. Provide MAJCOM-level oversight for HQ AFDW, AFDW subordinate units, 14 Field Operating Agencies (FOA), 10 AF Elements and HAF Agencies.

3.14.2. Oversee, evaluate, and coordinate Federal, DoD, and Air Force Occupational Safety and Health programs.

3.14.3. Plan, direct, and evaluate the AFDW occupational, industrial, contractual, traffic and sports and recreation mishap prevention programs.

3.14.4. Manage the analysis, control, and elimination of significant safety risks. Develop overall training objectives for safety personnel throughout AFDW.

3.14.5. On order, provide representation to the AFDW Command Center.

3.15. Command Surgeon (SG) will:

3.15.1. Serve as primary advisor to the AFDW Commander and staff on all aspects of Air Force NCR medical capabilities; ensure AFDW medical forces are organized, trained, and equipped for worldwide AEF deployments and employments in the NCR.

3.15.2. Supervise and monitor the delivery of healthcare to Air Force personnel and their families provided at NCR USAF medical treatment facilities.

3.15.3. Serve as the Commander Air Force medical component to JTF-CAPMED. Liaise and coordinate peacetime medical care and emergency response operations within the NCR and posture AFDW medical forces for presentation to JTF-CAPMED. On order, provide liaison to JTF-CAPMED Joint Operations Center (JOC).

3.15.4. Liaise with JFHQ-NCR Surgeon and JTF-CAPMED regarding steady-state Air Force medical capabilities and readiness for Homeland Operations in the NCR.

3.15.5. Advise in the formulation of medical policies, guidance, and resources affecting AFDW.

3.15.6. On order, provide representation to the AFDW Command Center. If the Medical Control Center (MCC) is activated and operational, representation in the AFDW Command Center will generally not be required.

3.16. Protocol and Ceremonies (CCP) will:

3.16.1. Serve as OPR for AFDW ceremony and protocol issues in the NCR; plan, execute and prepare for official visits and social functions hosted by the AFDW Commander.

3.16.2. Coordinate with Air Force NCR OPRs on Air Force Chief of Staff foreign counterpart full-honors arrival and wreath laying ceremonies; General Officer funerals, promotions and retirements; CSAF hosted ceremonies; and AFDW lodging and transportation of General Officers TDY or PCS to the NCR. Serve as Air Force OPR for the Visiting General Officer Program in the NCR.

3.16.3. Coordinate/schedule Air Force conferences in the Air Force Conference Center and office of coordinating responsibility for HAF conferences at the Joint Base Anacostia-Bolling Club.

3.16.4. Coordinate with JFHQ-NCR Protocol in its role as executive agent for military ceremonies and public events in the NCR. Lead Joint Protocol Cell for JFHQ-NCR State Funeral Planning.

3.17. Public Affairs (PA) will:

3.17.1. Collaborate across the AFDW command structure to provide timely, useful, and accurate information to the AFDW commander, the media, public, and other stakeholders.

3.17.2. Establish and maintain effective relations with local, regional, and national media, providing them accurate information on issues related to the AFDW mission, assets, and resources.

3.17.3. Plan and coordinate news media visits and interviews with AFDW commanders and staff. Identify issues/problems within the NCR that may negatively impact the public's perception of the Air Force and propose actions for resolution.

3.17.4. Serve as the designated spokesperson on matters pertaining to AFDW/Air Force operations within the NCR and handle Public Affairs issues as they relate to the Air Force within the NCR.

3.17.5. Advise AFDW commanders on expected effects of military operations on the opinion of the American public and on the local public within the NCR; coordinate with civilian agencies and community leaders to ensure effective integration of the increased military presence in the civilian community during contingencies/NSSEs; coordinate with external headquarters and government agencies for the expeditious implementation of Public Affairs policies and guidance.

3.17.6. Conduct an outreach (Community Relations) program that encourages surrounding communities to support Air Force efforts.

3.17.7. Produce AFDW Command Information products that transmit timely and accurate information to AFDW personnel; conduct media awareness training for senior leaders.

3.17.8. On order, provide representation to the AFDW Command Center.

3.17.9. Acts as Air Force Public Affairs lead for JFHQ-NCR State Funeral Planning.

3.18. Inspector General (IG) will:

3.18.1. Execute the Air Force Inspector General program within the NCR. Provide oversight for management, tracking, and resolution of IG complaints, Congressional Inquiries, Freedom of Information Act (FOIA) requests, and Fraud, Waste, and Abuse programs within AFDW.

3.18.2. Provide oversight of the AFDW Inspection Program. Interface with Air Force Inspection Agency (AFIA) ensuring inspection program is in compliance across AFDW.

3.19. Manpower, Personnel, and Services (A1) will:

3.19.1. Provide MAJCOM-equivalent manpower, personnel, and services support.

3.19.2. Manage AFDW organization and personnel accountability, assignments, civilian personnel, education, equal opportunity, individual mobilization augmentees, force development, promotion, quality force, recognition, separation, testing, training, services support, and family readiness programs.

3.19.3. Coordinate with JFHQ-NCR/J1 and provide accountability for personnel assigned or attached to JTF-NCR. Coordinate with AFNORTH/A1 and provide accountability for personnel assigned, attached, or supporting JTF-NCR.

3.19.4. On order, provide representation to the AFDW Command Center.

3.20. Intelligence (A2) will:

3.20.1. Monitor, gather, and disseminate all-source intelligence for AFDW operations in the NCR. Oversee AFDW intelligence integration with JTF-NCR/JFHQ-NCR during Homeland Operations and exercises in the NCR.

3.20.2. Direct and coordinate AFDW interface with NCR intelligence fusion operations, liaising with relevant law enforcement, counterintelligence, and national intelligence agencies.

3.20.3. Provide Threat Indicators and Warnings to the AFDW Commander, Directors, and subordinate Wing Commanders.

3.20.4. Fulfill installation intelligence responsibilities to tenant organizations and provide intelligence support for Force Protection.

3.20.5. Develop pre-deployment intelligence briefings for all Air Force personnel assigned within and deploying from the NCR.

3.20.6. On order, provide representation to the AFDW Command Center.

3.21. Operations, Plans, and Requirements (A3/5) will:

3.21.1. Serve as primary advisor to AFDW Commander and staff for policy, guidance, and resources on all matters relating to operations, planning, readiness, exercises, and requirements.

3.21.2. Lead, develop and implement command and control for AFDW operations by organizing, training personnel for, and equipping the AFDW Command Center; monitor, assess, plan, execute, report, and maintain continuous situational awareness of assigned or attached Air Force forces within the NCR.

3.21.3. Serve as OPR for deliberate and adaptive planning; produce coherent and executable service and support plans. Plan, prepare for, and when directed, conduct Homeland Operations.

3.21.4. Serve as OPR for planning and executing HQ AFDW and HAF Continuity of Operations (COOP) plan. Determine essential functions, manage relocation facilities, and train and organize HAF personnel for emergency evacuation.

3.21.5. Serve as OPR to plan, coordinate, and execute Air Force emergency evacuation in support of Continuity of Government (COG) and COOP within the NCR; coordinate directly with appropriate Total Air Force forces, installations, JFHQ-NCR, Pentagon Force Protection Agency, and other responsible agencies.

3.21.6. Coordinate all Air Force issues related to Presidential State Funeral planning including direct coordination with appropriate Air Force units, installations, and agencies, as well as JFHQ-NCR.

3.21.7. Serve as OPR for AFDW Mission Directives, Concept of Operations (CONOPS), doctrine review, and requirements development.

3.21.8. Plan and prepare for Air Force activities related to Counter-Chemical, Biological, Radiological and Nuclear (C-CBRN) operational planning, analysis, and capabilities within the NCR. Coordinate directly with appropriate Total Air Force forces, installations, JFHQ-NCR and other responsible agencies concerning AF C-CBRN within

the NCR. Identify and integrate C-CBRN operational capabilities for NORTHCOM/JTF-NCR missions within the NCR. Co-chair the combined Emergency Management/C-CBRN Working Group with A4/7.

3.21.9. Provide C-CBRN research, scientific and technical analysis, assessments, integration, and application of operational solutions to augment and enable AFDW support to the JFHQ-NCR missions in a CBRN environment. Provide AFDW C-CBRN policy and operational strategy, plans and mission capability requirements.

3.21.10. Serve as OPR for coordinating, training, and exercising in preparation for Homeland Operations and execution of USAF support plans. Develop and execute realistic training opportunities to prepare AFDW personnel for all tasked missions. Coordinate with JFHQ-NCR and other supported agencies to ensure AFDW assets are prepared to execute all tasked missions.

3.21.11. Serve as the AFDW functional OPR for Joint Operation Planning and Execution System (JOPEs). Manage the AFDW AEF Cell. Manage the AFDW Office of Functional Area Manager Oversight (OFAMO). Coordinate AEF issues across AFDW functional areas and other DoD agencies as directed.

3.21.12. Provide MAJCOM oversight and support to AFDW flying operations, including 1st Helicopter Squadron (1 HS). Review and coordinate 1 HS Program Objective Memorandum (POM) budget process. Serve as Functional Area Manager for AFDW aircrew.

3.21.13. On order, report and monitor Air Force forces assigned and attached to 320 AEW and JTF-NCR; direct operational aspects of the AFDW/320 AEW Command Center and transmit and receive tasking orders.

3.21.14. On order, provide the Air Component Coordination Element (ACCE) to JTF-NCR on behalf of the USNORTHCOM Joint Force Air Component Commander (JFACC). Serve as direct representative of JFACC (1AF/AFNORTH) to CDR JTF-NCR.

3.21.15. On order, provide the Commander, Task Force Incident Awareness and Assessment (TF-IAA) on behalf of the JTF-NCR/CC. Develop and maintain IAA CONOPS in coordination with AFNORTH, JFACC and JFHQ-NCR. Prepare for and execute TF-IAA operations in support of the JFACC and JTF-NCR.

3.21.16. Be prepared to provide 320 AEW Section Commander.

3.21.17. On order, provide representation to the AFDW Command Center.

3.22. Logistics, Installations, and Mission Support (A4/7) will:

3.22.1. Serve as the directing and coordinating authority for AFDW logistics, security forces, and civil engineering.

3.22.2. Establish and provide MAJCOM oversight of policy, guidance, and procedures for logistics, installations, and mission support for assigned personnel worldwide while supporting the Combatant Commanders (COCOM), JFHQ-NCR, and NCR customers including POTUS, SAF, HAF, and other federal and civil agencies.

- 3.22.3. Review and coordinate 11th Security Forces Group (11 SFG), 11th Civil Engineering Squadron (11 CES) and 11th Logistics Readiness Squadron (11 LRS) POM budget process. Serve as Functional Area Managers for all three functional areas.
- 3.22.4. Plan, execute, and prepare for Air Force NCR Emergency Management (EM), CBRN non-medical response, fire emergency services, security forces, military working dog, and explosive ordnance disposal capabilities. Coordinate directly with Total Air Force forces, installations, JFHQ-NCR and other responsible agencies concerning AF EM and CBRN non-medical response within the NCR.
- 3.22.5. Provide Base Operating Support (BOS) management in the NCR for civil engineering, security forces, logistics and comprehensive logistics support to all assigned units and personnel.
- 3.22.6. Plan, coordinate, and monitor Aerial Port of Debarkation/Embarkation (APOD/APOE) operations at Joint Base Andrews for joint reception, staging, onward movement and integration (JRSOI).
- 3.22.7. Provide logistics and asset management inputs to JFHQ-NCR Joint Planning Groups and NCR exercises.
- 3.22.8. Liaise with HQ USAF on all Base Realignment and Closure (BRAC) and force protection related movement of Air Force personnel onto AFDW installations.
- 3.22.9. Plan, prepare for, and monitor Air Force logistics equipment, resources, War Reserve Materiel, and asset management activities in support of Base Support Installation (BSI) initiatives in the NCR.
- 3.22.10. Serve as the AFDW AEF Reporting Tool (ART) Program Manager. Oversee and coordinate all AEF Unit Type Code (UTC) ART issues among AFDW staff, subordinate units, HAF, and Air Force Elements.
- 3.22.11. Chair the AFDW Antiterrorism Working Group and co-chair the combined Emergency Management/C-CBRN Working Group with A3/5. Advise the AFDW Commander on appropriate force protection and emergency response options for Air Force forces in the NCR.
- 3.22.12. On order, provide representation to the AFDW Command Center.
- 3.22.13. Support and coordinate on all strategic basing initiatives with the AFDW OPR (A8).
- 3.22.14. Support and coordinate on all contingency beddown actions within the NCR.
- 3.22.15. Provide MAJCOM oversight and coordinate with the Air Force Center for Engineering and the Environment (AFCEE) over all Military Family Housing privatization issues at Joint Base Andrews-Naval Air Facility Washington and Joint Base Anacostia-Bolling.
- 3.22.16. Provide MAJCOM oversight and coordinate with the Air Force Civil Engineer Support Agency (AFCEA) over all utility privatization issues at Joint Base Andrews-Naval Air Facility Washington.

3.22.17. Serve as the primary liaison to Federal and State regulatory agencies including the United States Environmental Protection Agency (USEPA) Region 3, Maryland Departments of Environment and Natural Resources, and the US Army Corps of Engineers (USACE), Baltimore District.

3.22.18. Establish, coordinate and sustain the geo-spatial common operating picture (GEO-Base). Coordinate with AFDW/A6 as necessary to ensure commonality between systems.

3.22.19. Ensure compliance with the Joint Base Anacostia-Bolling and the Joint Base Andrews-Naval Air Facility Washington Installation Support Memorandum of Agreement (MOA).

3.22.20. Provide MAJCOM oversight and coordinate with all Joint Base Andrews tenant unit MAJCOMs and/or headquarters for all current and long range plans.

3.22.21. Provide MAJCOM oversight and coordinate with all functional communities tasked with upgrades to facilities and/or infrastructure at Joint Base Andrews. This includes, but is not limited to, the Air Force Services Agency, Army and Air Force Exchange Service (AAFES), Defense Commissary Agency (DECA), and Defense Logistics Agency (DLA) Fuels.

3.22.22. Provide MAJCOM oversight of the Military Construction (MILCON); Sustainment, Restoration, and Modernization (SRM); housing privatization; and other long-term facility investment programs and coordinate related requirements with AFDW/A8.

3.22.23. Serve as the AFDW representative to the National Capital Planning Commission (NCPC).

3.22.24. Chair the infrastructure Working Group (IWG) and provide a forum for the Energy Management Steering Group (EMSG), Asset Management Working Group (AMWG), and the Environmental, Safety, and Occupational Health Council, as required by Air Force Instruction.

3.23. Communications (A6) will:

3.23.1. Serve as primary advisor for policy, guidance and resources relating to communications, Information Technology (IT) and command and control systems.

3.23.2. Serve as AFDW Chief Information Officer and direct related AFDW activities.

3.23.3. Represent Air Force interests on all joint and interagency communications and IT issues in the NCR.

3.23.4. Coordinate with AFDW A3/5 to ensure AFDW's Command, Control, Communications, Computers, and Intelligence (C4I) capabilities are adequate to meet mission needs and communications and IT are addressed as part of the operational planning and execution process.

3.23.5. On order, provide representation to the AFDW Command Center.

3.24. Programs and Financial Management (A8) will:

3.24.1. Perform programming and financial management for HQ AFDW and its subordinate units. Serve as primary advisor for budgets of AFDW assigned units and Air Force elements; perform cost analysis studies; administer financial policies and programs; and provide accounting services for AFDW, HAF, NCR tenant organizations, and assigned Air Force elements worldwide.

3.24.2. Serve as OPR to plan, execute and prepare for funds programming through the Future Years Defense Program (FYDP) and other strategic programming documents; ensure FYDP planning for military construction, manpower and other major cost drivers are accurately developed and represented in corporate Air Force review processes.

3.24.3. Interface with HAF and SAF/FM on AFDW financial plans and programs matters.

3.24.4. Maintain, develop, and deploy financial systems to all Air Force organizations in the NCR.

3.24.5. Provide policy, guidance, and resources for the Manager's Internal Control Program, Non-Appropriated Fund activities, and the Report of Survey program for Air Force organizations in the NCR.

3.24.6. Provide HQ AFDW interface with JFHQ-NCR counterparts; identify, analyze, track, and report AFDW costs and participation in operational missions. Establish Emergency Special Program (ESP) codes and certify funds availability for exercises and operational missions.

3.24.7. On order, provide representation to the AFDW Command Center.

3.25. Analyses, Assessment, and Lessons Learned (A9) will:

3.25.1. Serve as primary advisor for operational analysis and lessons learned to support and enhance decision making; facilitate effectiveness and efficiency initiatives across the range of AFDW operations and exercises.

3.25.2. Plan, execute, and prepare for Lessons Learned support to AFDW and JFHQ-NCR exercises and operations planning, and after action processes.

3.25.3. Provide policy guidance, training, and resources for the AFDW Air Force Smart Operations for the 21st Century (AFSO21) program; facilitate AFSO21 initiatives and related continuous process improvement activities throughout AFDW. Liaise with SAF/USMS on AFDW AFSO21 initiatives.

3.25.4. Conduct command-directed studies, analyses and assessments of AFDW processes and programs. Facilitate strategic planning and cross-functional evaluations of operational requirements and modernization and recapitalization of systems and programs.

3.25.5. On order, provide representation to the AFDW Command Center.

3.26. Contracting (PK) will:

3.26.1. Be responsible for all Air Force contracting support falling within the AFDW/CC mission areas. Serve as AFDW's Senior Contracting Official for AFDW Contracting

Activities and is the principal business advisor to the AFDW/CC with regard to contracting matters.

3.26.2. Provide specialized, operational, and purchase card contracting support by developing and executing fiscally responsive acquisition strategies and innovative sourcing solutions for effective and professional service for customers in the NCR.

3.26.3. Serve a dual role as an execution directorate in addition to providing command level policy guidance and Headquarters oversight to 11th Contracting Squadron.

3.26.4. On order, provide representation to the AFDW Command Center.

DARREN W. MCDEW, Major General, USAF
Commander, Air Force District of Washington